

PROJECT MANAGEMENT LIFECYCLE

Introduction

The project management lifecycle defines how to manage a project. It includes processes such as origination, initiation, planning, execution/control, and closeout. While no two projects are exactly alike, the project management lifecycle will always be the same, regardless of the project type. All projects should progress through these same five project management phases:

Project Origination

In Project Origination an individual proposes a project to create a product or develop a service that can solve a problem or address a need in the Performing Organization. The Performing Organization then submits the proposal to an evaluation and selection process. If selected, a budget or further management commitment for the project may also be required before a Project Manager is actually assigned and the project is authorized to progress to Project Initiation. Depending upon the standards and practices of the Performing Organization, a time delay between the project's proposal and selection and its actual initiation may occur.

Project Initiation

At the beginning of Project Initiation, a Project Manager is assigned. The Project Manager works with the Project Sponsor to identify the necessary resources and team members needed to further develop the key project parameters – Cost, Scope, Schedule, and Quality (CSSQ). The Project Team documents its charge in the form of a Project Charter, which is based on the Project Proposal and Business Case. Approval of the Project Charter by the Project Sponsor authorizes the designated team to begin Project Planning.

Project Planning

Project Planning builds on the work done in Project Initiation, through the development of a Project Plan. The Project Plan defines CSSQ, and includes plans for involving and communicating with all the parties that are affected by the project, as well as identification of an initial set of foreseeable risks that can threaten the Project. Additional key elements included in the Project Plan are the change control process and externally focused items such as organizational change management and project transition plans.

At the conclusion of Project Planning, the Business Case is revised and re-evaluated based on the completed planning documents and a decision is again made to either halt the project, or to commit the resources necessary for Project Execution and Control.

Project Execution and Control

Project Execution and Control is where most of the resources are applied/expended on the project. A significant number of team members will join the project at the beginning of this phase. The primary task of the Project Manager during Project Execution and Control is to enable the Project Team to execute the tasks on the defined Project Schedule and develop the product or service the project is expected to deliver. The Project Manager uses the processes and plans prepared during Project Initiation and Project Planning to manage the project, while preparing the organization for the implementation of the product/service and for transitioning the product/service responsibility from the Project Team to the Performing Organization.

Project Closeout

In Project Closeout, the Project Team assesses the outcome of the project, as well as the performance of the Project Team and the Performing Agency. This is accomplished primarily through soliciting and evaluating feedback from Customers, Project Team members, Consumers and other stakeholders. The primary purpose of this assessment is to document best practices and lessons learned for use on future projects. Key project metrics are also captured to enable the Performing Organization to compare and evaluate performance measurements across projects.

Figure 0-1 Project Management Lifecycle Diagram

The following diagram illustrates every phase, process and task in the project management lifecycle.

